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ABSTRACT

Intended for use in a 3-hour instructional program at the graduate level, the packet contains an outline of the instructional content, 9 transparencies, 12 handouts, and 7 supplementary materials. The outline is organized in terms of content, instructor activity (such as showing a transparency), and student activity. Instruction covers the following: time awareness; time wasters; getting the right things done; values; goals; setting priorities; planning; delegation; communication; decision making/problem solving; handling interruptions, distractions, meetings, paperwork, disorganization; dealing with procrastination; dealing with (or avoiding) crises; and controlling your life. Among transparencies and handouts are: "Circle of Time," "Things To Do Today," "80/20 Rule," "Causes of Delegation Problems," "Why Do We Procrastinate?" "Self-Assessment Questionnaire," "Determining Values and Goal Setting," "Planning Worksheet," "Tips on Decision Making," "Tips for Improving Delegation Skills," "Time Wasters--Cluttered Desk and Personal Disorganization," "Stress Alleviators," "Time Management Resources", "Philosophy of Time," and "Time Management Review". Also included are evaluations of two media productions concerned with time management. (DB)

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TIME MANAGEMENT

A lesson plan, transparencies, handouts and media evaluations on the topic.

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TOPIC: Time Management

LESSON TIME: 3 hours

INSTRUCTIONAL MATERIALS:
chalkboard, chalk, eraser, projection screen, overhead projector, 16mm projector, or 1/2" video recorder/player, and television with video & sound jack

Transparencies:
A. TIME MANAGEMENT
B. CARTOON: CLOCK
C. CIRCLE OF TIME
D. THINGS TO DO TODAY
E. CARTOON: LISTS
F. 80/20 RULE
G. CAUSES OF DELEGATION PROBLEMS
H. WHY DO WE PROCRASTINATE?
I. CIRCLE OF TIME

Handouts:
1. SELF-ASSESSMENT QUESTIONNAIRE
2. DETERMINING VALUES AND GOAL SETTING
3. PLANNING WORKSHEET
4. TIPS FOR IMPROVING DELEGATION SKILLS
5. TIPS ON DECISION MAKING
6. TIME WASTERS: CLUTTERED DESK & PERSONAL DISORGANIZATION
7. TIPS ON PROCRASTINATION
8. STRESS ALLEVIATORS
9. CIRCLE OF TIME
10. TIME MANAGEMENT RESOURCES
11. PHILOSOPHY OF TIME
12. TIME MANAGEMENT REVIEW

Video Tape:
"Time of Your Life", 26 min. (see attached media evaluation) or
16mm Film:
"The Time Trap", 28 min. (see attached media evaluation)

TERMINAL OBJECTIVES:

1. Help each individual become more effective in the use of their time based on an awareness of how they currently spend time.

2. List and describe six practices which enable people to organize their efforts and gain maximum time utilization. (re: film, Time of Your Life and handout, Time Management Review)

HOMEWORK:

Identify how you spend your time by completing the "CIRCLE OF TIME" Handout.

Begin forming lifetime goals for yourself by working through "DETERMINING VALUES AND GOAL SETTING" Handout.

REFERENCES:

Douglass, M. & Douglass, D. (1980). Manage your time, manage your work, manage yourself. New York: Amacom Division, American Management Association.

Drucker, P. (1985). The effective executive. New York: Harper and Row.

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LeBoeuf, M. (1979). Working smart. New York: McGraw Hill Book Company.

MacKenzie, R. (1972). The time trap. New York: Amacon Division, American Management Association.

McCray, J. (1959). The management of time. New York: Prentice-Hall.

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Winston, S. (1983). The organized executive. New York: Warner Books.

OUTLINE OF INSTRUCTION	INSTRUCTOR ACTIVITY	STUDENT ACTIVITY

I. INTRODUCTION (TIME AWARENESS & WASTERS)
WHAT HAPPENS TO YOUR TIME?

A. Time Awareness

Have you ever compared your use of time with the way you spend money? Few of us would unthinkingly give money away, yet many people spend their time, or donate it to others, with little serious reflection. It is generally possible to replace money that has been poorly managed, but the minutes and hours of our days that are wastefully "invested" can never be recovered.

Show Transparency A, TIME MANAGEMENT

Most of us could be more effective and more productive in our jobs. We are willing to do more; however, we feel trapped by the lack of time. You may have heard or made these comments:

1. "Please don't bother me with that; I just don't have the time."
2. "Where does he think I'm going to find time to do that?"
3. "Here we go again - one more job to do, but no time to do it."
4. "If I only had enough time, I could really do a good job on this."
5. "I just can't find enough time to do what I have to do and what I want to do."

These verbal protests revolve around a central issue - TIME! Time is that thing that keeps happening, but we don't seem to be able to control it. After all, we can't stop time, or slow it down, or speed it up. It just keeps ticking. Time is like a snowflake, it disappears while we're trying to decide what to do with it. So what do we do? Give Up? Just keep griping and grumbling? No... we can learn to manage it.

Show Transparency B, CARTOON: CLOCK

OUTLINE OF INSTRUCTION	INSTRUCTOR ACTIVITY	STUDENT ACTIVITY
The purpose of this presentation is to introduce proven techniques for managing time, our scarcest resource. The bottom line is: Everybody has too much to do. There are tips here for beginning to manage your time, and references for further study.	Distribute Handout #1, SELF-ASSESSMENT QUESTIONNAIRE. 1. The purpose of the questionnaire is to identify personal time management problems. 2. Mention that the survey should be redone every six months in order to spot inefficient time management behavior 3. Ask participants for their comments on the questions.	Complete Questionnaire (5 minutes).

Time is the scarcest resource we have available to us. Time is (a) totally inelastic, (b) irreversible and (c) irreplaceable.

> Time is unique. You cannot (a) buy it, (b) rent it, (c) borrow it, (d) lend it, (e) store it, (f) manufacture it, or (g) change it. All you can do is spend it. You may waste your financial resources, but there is more money to be earned by working for it. People resources can be wasted but there are more people in the world to help you get your job done. But, once you've wasted time, you'll never get it back. As a resource, time poses another paradox. If you don't use it, it disappears anyway. The quality of your time depends on how well you use it.

OUTLINE OF INSTRUCTION	INSTRUCTOR ACTIVITY	STUDENT ACTIVITY
There is another reason for concern. Unfortunately, there is no substitute for time. A computer or robot may act as a substitute for people, but nothing can substitute for time.		
One final reason why we should develop a healthy respect for time: everything takes time. As Peter Drucker has said, "It is the one truly universal condition. All work takes place in time and uses up time. Yet most people take for granted this unique, irreplaceable, and necessary resource."		
Everyone has the same amount of time. How we spend it is important. The past is like a cancelled check, the future a promissory note.		
B. Time Wasters		
There are many Time Wasters: <u>television</u>, <u>meetings</u>, <u>sleep</u>, <u>telephone calls</u>, <u>people</u>, <u>driving</u>, <u>interruptions</u>, <u>procrastination</u>, <u>lack of cooperation</u>, <u>being a perfectionist</u>, etc. Other things take our time, but are not necessarily bad: <u>Family</u>, <u>church</u>, <u>clubs</u>, <u>organizations</u>, etc.	Write list of time wasters on chalkboard.	
	Ask for class response. What are other things that take our time? Write responses on chalkboard.	Have students add to list on chalkboard.
Remember that preoccupation and negativism are among the most pervasive time wasters. Try changing your routine, becoming more observant, thinking with a pencil in hand, giving compliments, rewards, and cooperation to overcome these two wasters.		
Don't get caught up in what Charles Hobbs author of <u>Time Power</u>, calls urgent trivialities - small things that grab your immediate attention. Time management can help you focus your efforts on the vital things.		

Also, don't waste time feeling guilty, worried, etc. Use these feelings to help plan for action in the future.

We often think that others control our time, but this is not necessarily true. No one has any more control over your time than you are willing to allow. If you feel that there are just too many demands on your time, that you just react to things as they happen, then you must take back some of that control. <u>You have given up control of your time,</u> and that makes you feel helpless.

II. GETTING THE RIGHT THINGS DONE

A. Work Smarter

How you spend your time is habit. You must examine what you are doing and what you can do differently. It is a choice you make. You will never be able to control 100% of your time.

Show Transparency C, CIRCLE OF TIME.

Explain that this represents the hours of an <u>average</u> person's day.

The idea behind controlling your time is that you work SMARTER, not HARDER. The more control you have over your time, the freer you are to do all the things you want to do. Frank Gilbreth, one of the early time-and-motion study experts, was asked, "What do you want to save time for?" He replied, "For work, if you love that best, for education, for beauty, for art, for pleasure, for whatever your heart desires."

Alan Lakein, a noted time management consultant, believes that as you learn to control your time, you will come to control your life. Most of us would like to get more control over our life and perhaps we can do this by learning something about getting control of our time. Benjamin Franklin said, "Dost thou love life? Then do not squander time; for that is the stuff life is made of."

B. VALUES

Lakein emphasizes the importance of being guided by your own values in your life. He advocates asking yourself these questions. "What are my lifetime goals?"; "How would I like to spend the next three years?"; and "If I knew that I would be struck dead by lightning six months from now, how would I live until then?"

Writers such as Dru Scott, author of How to Put More Time in your Life, focus even more on personal values. "How you live your life" is of paramount importance. "Accomplishing what you value makes your work meaningful and satisfying."

C. GOALS

So much has been written about "setting goals" that we tend to ignore it. But again and again, we read that successful people have learned to set goals.

Distribute Handout #2, DETERMINING VALUES AND GOAL SETTING

A Goal should be concrete. Something specific you wish to achieve. They should be realistic and attainable. They should be in writing with a time schedule for completion. A handout, "Determining Values and Goal Setting" will help you get started. Brainstorm on these sheets, trying to fill them up. Think of all the things you have ever wanted to do. Then later go over the lists, prioritize and decide what is really important to

Explain that students need to take some time to go through this exercise to determine their values and set realistic goals.

OUTLINE OF INSTRUCTION	INSTRUCTOR ACTIVITY	STUDENT ACTIVITY
you. You want the best use of your time but you cannot do everything. Think of how you actually spend your time. Are you doing things that will help you achieve your goals?	Ask for examples of goals.	Input of good examples of goals.
After you set goals you must come up with a plan of action to achieve them. You must plan and schedule time for the important activities. Even 15 minutes per day can make a difference in the direction you are headed.		
Remember that as your life situation changes, your goals must change, so you must review them periodically.		
Prioritize your goals by asking "What do I value more than anything in life?" Which of my goals will give the best payoff to me, my family, and my friends, my company?"		
Few people actually undertake this type of analysis because they're reluctant to leave their "comfort zone" where they feel most at ease. To set and achieve goals, you have to move out of those zones and stretch yourself, according to Charles Hobbs, author of Time Power.		
If you don't have any goals in life - or at least can't put them down on paper because you've never had to do just that - then you would do well to spend some time setting goals. Make them very specific, not just fuzzy things like "be a better person."		
Once you have these goals on paper, you will be able to see where your priorities should be placed. If you are operating under a set of priorities which does not reflect your true goals, then it's time to change your priorities. That will help you get more control over your time. you won't be wasting it on unimportant activities.		

OUTLINE OF INSTRUCTION	INSTRUCTOR ACTIVITY	STUDENT ACTIVITY

D. Setting Priorities

You must learn to set priorities - this is nothing new. You do it every day. You decide to watch TV rather than read a book. You decide to play golf on Saturday rather than mow the lawn. You decide to jog at lunch rather than eat all those calories. Anytime there is a choice of things to do, you set a priority by making a decision between alternatives. So you're already adept and skilled at setting priorities.

So, how do you set priorities? It's important for you to get a handle on this issue. The more you become aware of how you're setting priorities now, the more you'll be able to decide whether that's the way you want to continue to set them. Your choices for the way you spend your time will depend on your priorities. If you decide your priority is a promotion then spending time on professional reading or skill-building will take priority over a game of cards, happy hour, or dining out with friends.

Some of your priorities will be set by other people. For instance, if your supervisor gives you a specific task to accomplish by 11:00, your priority system will suddenly reflect this new input - that doesn't mean that your system is permanently paralyzed. It merely means that a new priority has been placed at the top of your system,.. but only temporarily. On the other hand, priorities are based on goals. If your goal is to be an outstanding worker, a person who always does their best, then the new task fits your priorities quite well.

While there are different ways to prioritize all the things to be done, one simple method is the ABC system proposed by Lakein. Just put an "A" next to the items on your list that have to be

Show Transparency D, THINGS TO DO TODAY

done and which have a high value; a "B" next to those of medium value; and "C" for those of low value. You may make a few mistakes here, but it is just a subjective rating. The idea is to force you to recognize that all items on the list are not equal - some are definitely more important than others. Next you can break these priorities down even further by assigning numbers to them: A-1; A-2; A-3, etc.

Show Transparency E, CARTOON: LISTS

But remember - your ABC's can change over time. Future events may require that a "C" become an "A", or vice-versa. This means that you are required to set priorities continually, and always with one thought in your mind: "What is the best use of my time right now?"

Don't waste your time doing a bunch of "C's" just so you can say you didn't have time to do your "A's"! You're kidding yourself. Lakein suggests using the "80/20 rule" that might help you decide about spending time on "C's" or "A's". The 80/20 rule says that 80% of the value of the things on your list will come from only 20% of the items. Thus, in a list of 10 items, doing two of them will yield 80% of the value. Therefore, find those two items, label them "A", and get them done. Don't get bogged down in the low-value activities; focus on the high-value items.

Show Transparency F, 80/20 RULE

Illustrates that significant items tend to be disproportionately distributed.

E. Planning

Planning is required. You may find that much of your time is used up by commitments or decisions that you made to people, clubs, or organizations a long time ago. You may also notice that unexpected crises and interruptions make it difficult for you to keep those commitments and

respond to crisis. But you still want to have some time for yourself; so you're going to have to plan your time. Otherwise you'll never be able to reach those goals you've set for yourself.

"Ah Ha" you say - "Now we've reached the point of absurdity. Planning takes time, and that's what I'm short of now, so stop bugging me!" But time consultants have demonstrated that the less time you feel you have to spare, the more important it is for you to plan your time carefully. We're not talking about a daily "battle plan" which requires two or three hours a day to prepare. We're talking about a 5-10 minute period of time in which you look at what has to be done, check it against your personal priorities, and set some "time guidelines" to follow in order to do what you want to do.

The most important part of planning is determining what not to spend your time on. Let's face it - there's a lot of garbage out there that you could spend your time on. Some of it shouldn't be done and some of it should be done by others. Good time management doesn't mean looking for ways to do everything. It means doing only those things that need to be done by you.

Because we fail to plan, we bump into Murphy's Laws:

1. Nothing is as simple as it seems.
2. Everything takes longer than it should.
3. If anything can go wrong, it will.

We think we don't have time to plan. Yet planning can save time! We are action oriented, we prefer doing to thinking. This causes us to react rather than to be proactive.

Ask: How many of you use some time management system?

How many think it could be improved by better planning?

Distribute Handout #3, PLANNING WORKSHEET

Planning simply means thinking about the future in some systematic way. It bridges the gap between where you are now and where you hope to be at some future point.

Planning must be consistent. When you have your objectives ask:

1. What has to be done?
2. When should it be done?
3. Who should do it?
4. Where should it be done?
5. What priority should it have?
6. How much time will it require?

Planning involves having the right equipment to do the job, the materials, trained people, etc.

Many communications experts recommend that you spend the first hour of your day going over objectives and planning for the day. Zig Ziglar says the way you start your day often determines how that day is going to go and will ultimately play a part in how many days you have.

Stephanie Winston author of The Organized Executive, recommends one way to help you keep up with the things you have to do. Keep a spiral bound or loose leaf notebook with you at all times. Record everything that comes up that you need to remember to act upon: ideas, assignments, projects, errands, large or small, on this Master list. There are no restrictions here on the types of entries and no attempt is made to prioritize them. This is a kind of "warehouse" for your tasks.

Then review the list daily: delete any task or ideas which seem unnecessary; break down large tasks into smaller blocks; establish dates or time frames for tasks and put them on your daily

calendar or To Do List; delegate where possible and mark these off your list (make a tickler file for follow up if necessary); select items which should be done immediately and from this make your daily "To Do" list. There are many variations on this basic plan, but the main thing is to establish some routine from which you can see what needs to be done and establish priorities of where and what to start on.

F. Delegation

Delegation is perhaps the greatest tool available for developing capable subordinates, accomplishing more, and gaining more time. Yet many people are ineffective delegators. Causes of delegation problems include:

Distribute Handout #4, TIPS FOR IMPROVING DELEGATION SKILLS

Show Transparency G, CAUSES OF DELEGATION PROBLEMS

Ask: Can class think of other reasons?

1. Lack of agreement on specifics of the task
2. Lack of performance standards or guidelines
3. Lack of proper training for the subordinate
4. Lack of confidence in subordinate
5. Fear that the subordinate will perform better
6. Reluctance to delegate preferred tasks
7. Desire for perfection
8. Fear of criticism
9. Strong desire to be liked by subordinates
10. Not enough time
11. Not enough people
12. They can't do the work

When delegating you must give the subordinate three things:

1. Responsibility and accountability for completing the assignment.
2. Authority to make necessary decisions and take appropriate action to complete the assignment.
3. Freedom to complete the assignment properly.

Tips for Delegation Skills:

* Have Subordinates bring you answers, not problems.
* Don't do a job you have delegated.
* Reward results appropriately.
* Make sure people understand what you want.

One easy to way to improve your delegation skill is this: Every time you have a new task to complete, ask yourself "Who else can do this?" If someone else can, assign it.

G. Communication

Proper communication is essential if you wish to conserve valuable time. You always have time to do it over when you haven't explained it right the first time. Managers have a particular responsibility to be effective communicators. Policies and directives are passed through multiple levels of command before reaching line employees. Communication is a subject deserving of an entire course and something we cannot improve drastically overnight. However, there is a lot you can do and can learn about being a better communicator. Three basic things to remember are:

1. Get complete and accurate data.
2. arrange information in some kind of logical order.
3. transmit ideas in simple clear terms.

Remember that Non-verbal communication serves as a large part of our perception also.

OUTLINE OF INSTRUCTION	INSTRUCTOR ACTIVITY	STUDENT ACTIVITY

H. Using All Your Time

Time management experts agree that we waste a lot of time waiting, traveling, etc. They suggest using waiting time productively: always have some project you can work on, or use this time for planning time. Have your planner with you!

Use the Swiss-Cheese Method of Time Management. We often have a tendency not to start a task or assignment until we know we'll have enough time to complete it. So, rather than spend the next hour working on a report due next week, you want to wait until you have the needed four hours to finish it. Do you ever find the full four hours of time?

Consequently you end up in a panic on the night before it's due, and spend the evening doing something that should and could have been done at work. The problem lies in our feeling that we have to do the job all in one sitting; that breaking it down into pieces would not be good. Don't believe it. The Swiss-Cheese Method works. "Swiss-Cheesing" it means to make a bunch of small holes in a large task.

I. Decision Making/ Problem Solving

Dru Scott, author of <u>How to Put More Time in Your Life,</u> gives some suggestions for those of us bogged down in a state of indecision.

1. First, remind yourself what you want.
2. Compare each of your alternatives with your goals.
3. compare your alternatives with each other.

Distribute Handout #5, TIPS ON DECISION MAKING

We tend to know this sequence, but forget to use it when faced with a number of alternatives and time pressures. Sometimes, by focusing on your goals you may come up with an alternative solution that will solve the problem better anyway.

Fear of making a mistake can paralyze many people. Realize that you can make a mistake and not be a failure. Clarify your objectives, compare alternatives, and take action. Another problem is worrying. The old advice of asking yourself "What's the worst thing that could happen?" does really help. Write down this "worst thing", then rate it on a scale of negative impact (1-100); then rate it on a scale of likelihood. You will then have a clearer perspective.

Another piece of advice from Scott is to skip decision making on inconsequential matters where risks and results are minimal. Make a snap decision and invest your decision-making time on what really counts.

III. HANDLING INTERRUPTIONS, DISTRACTIONS, MEETINGS, PAPERWORK, DISORGANIZATION

Visitors: maintain a businesslike stance and formal tone. Set a time limit; don't allow interruptions; summarize what has been said; use body language - stand up, shuffle papers, end the visit.

Meetings: If you are in charge of the meeting: define and write up topics and possible solutions; use a written agenda; use memos as meeting substitutes; set an ending time; hold the meeting in a different place. When you are not in charge of the meeting: Ask if there are other contributions you can make, if not leave; have

someone interrupt you; use meeting time to plan or write in your datebook; put your mind on something more productive; slip out if possible.

Paperwork: A common rule for paper work is handle each piece of paper only once. You may have already found that is seldom possible. At any rate, try to do something to advance the project every time you pick the paper up. Every time you pick up a particular piece of paper, make a small check mark at the bottom. When the checks begin to pile up, you will begin to see how much time you have wasted on that piece of paper and begin to think how you could make a decision or make progress on the subject.

Disorganization: Arrange your personal space so that the things you need are close by. Don't bury yourself in paper. Use one calendar with your To Do lists and goals, etc. Use the philosophy of handling all papers only once, when possible.

Distribute Handout #6, TIME WASTERS: CLUTTERED DESK & PERSONAL DISORGANIZATION.

George Sullivan author of Work Smart, Not Hard, suggests "hiding out" as a way of avoiding distractions - find another office where people won't be looking for you. He also questions the "open door" policy of some executives. He says this lets others set your priorities and you lose control of your time.

One of your most useful tactics may be learning to say "No".

IV. DEALING WITH PROCRASTINATION

Time management experts agree on one rule: Do it now!

Show Transparency H, WHY DO WE PROCRASTINATE?

OUTLINE OF INSTRUCTION	INSTRUCTOR ACTIVITY	STUDENT ACTIVITY
Procrastination is a habit that breeds upon itself. It plagues all of us. It prevents success. Procrastination has 3 major causes. We tend to put off things that are unpleasant, things that are difficult, and things that involve decisions. Yet these things contribute most to our success. Here are several techniques to try; one may work for you.	Ask for other reasons that we procrastinate; write on board.	
Unpleasant Tasks: 1. Do the most unpleasant things first. 2. Tackle the unpleasant task in small pieces. 3. Set a deadline for the task 4. Promise yourself a reward. 5. Find someone else to do the task		
Difficult tasks: 1. Break down into small parts 2. Find a leading task - anything to get you started. 3. Take action now - even if it is not the whole job or the specific job 4. Give yourself a pep talk 5. Study the task or the subject		
Indecision: 1. Don't wait until ALL the facts are in. 2. Don't try to be perfect 3. Don't let fear of failure or being wrong prevent you from making a decision.	Distribute Handout #7, TIPS ON PROCRASTINATION	
V. DEALING WITH CRISES (OR AVOIDING THEM)		
Peter Drucker advises that a recurring "crisis" is a symptom of lack of planning or foresight. If the same crisis occurs twice, then it should be reduced to a routine: a step by step format deduced from solving the "crisis" the first time.		

OUTLINE OF INSTRUCTION	INSTRUCTOR ACTIVITY	STUDENT ACTIVITY
Some stress is necessary to perform effectively. Too much and our performance drops. Learn to be a good judge of your own stress symptoms. Work on your own attitude. Be healthy, get adequate rest, watch your diet, exercise, and relax, take a break, take a vacation, slow down. Good time management techniques will lower your stress level, and lowering your stress level can in turn increase your productivity.	Distribute Handout #8, STRESS ALLEVIATORS Ask: What are ways you relieve stress?	
Another attitude which leads to crises is the "Rolls-Royce" syndrome. We must have, be, and do the very best. Perfectionism leads to anxiety and tension, strains relationships between people, and accomplishes comparatively little.		
There is more to life than work. All time is in the present, every minute counts. We often postpone living. Start by clarifying your personal goals - finding a direction, not a specific end point. Know what is important to you. What do you wish you had time for? The way you spend your time defines who you are, the kind of person you want to be. Again we are talking about GOALS. You must analyze the way you spend your time now.	Show Transparency I, CIRCLE OF TIME (worksheet) Distribute Handout #9, CIRCLE OF TIME Ask: How do you want to spend your time? Take time later to use this handout to plan how you want to spend your time.	Fill in your "Circle of Time" as you live now, and as you would like to spend your time.
VI. SUMMARY: CONTROLLING YOUR LIFE		
As you learn to control your time and your work, you can control your life. You actually create a better life by gaining satisfaction from the things you spend your time doing. You will be accomplishing things that are important to you and thus heading toward your life goals.		

OUTLINE OF INSTRUCTION	INSTRUCTOR ACTIVITY	STUDENT ACTIVITY
To begin to control your life you should adapt whichever time management methods suit your lifestyle best and begin to work these ideas into your day. Consult one of the excellent time management books for more specific ideas and programs to help you begin to CONTROL YOUR LIFE. (See list on handout).	Distribute Handout #10, TIME MANAGEMENT RESOURCES	
Time and the way we handle it is as complex as we are - it involves biological, conceptual, and psychological elements. Working on our management of time should make us more in control of our selves and our relationships with others. It should help us develop more effective ways of working together within the realities of our lives and work conditions.	Distribute Handout #11, PHILOSOPHY OF TIME Discuss these hints from Lakein & Douglass on getting the most from your time.	
Controlling your life means taking time to take good care of yourself also: get enough sleep, take time for leisure, exercise, eat right, and constantly be alert to how you are spending your time.	Remind students that you have to constantly review your use of your time.	
	Show Video Tape "Time of Your Life". (or alternate film "The Time Trap") Suggest participants listen for the following points: 1. major time wasters 2. effective time-management practices Following film, ask: 1. What are the worst time wasters on your job? Write list on board; distribute Handout #12 "TIME MANAGEMENT REVIEW". Go over review and ask which of these tips would be appropriate for use with each problem on the board?	

TRANSPARENCIES

TIME MANAGEMENT

WHAT'S THAT?
IT'S A NEW INVENTION. IT'S CALLED A CLOCK.
IT CAN TELL YOU WHEN TO GO TO BED...WHEN TO GET UP...WHEN TO EAT...WHEN TO WORK....
DIK BROWNE
SPLAT!

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Circle of Time

HOW WE SPEND OUR DAY

THINGS TO DO TODAY

DATE _____

		√	□
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
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19			
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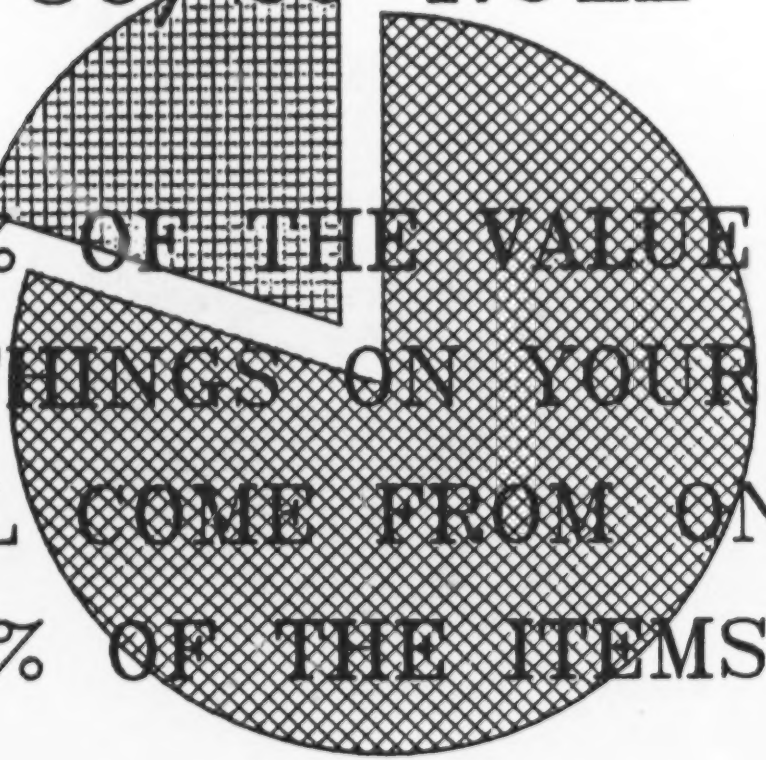
80/20 RULE



"80% OF THE VALUE OF THE THINGS ON YOUR LIST WILL COME FROM ONLY 20% OF THE ITEMS."

CAUSES OF DELEGATION PROBLEMS:

* **Lack of Agreement on the Task**
* **Lack of Performance Standards**
* **Lack of Proper Training**
* **Lack of Confidence in Subordinate**
* **Fear that Subordinate will Perform Better**
* **Reluctance to Delegate Preferred Tasks**
* **Desire for Perfection**
* **Fear of Criticism**
* **Strong Desire to be Liked**
* **Not enough Time**
* **Not enough People**
* **They cannot do the work**

WHY DO WE PROCRASTINATE?

FEAR OF:

*DISAPPROVAL

*FAILURE

*MAKING A MISTAKE

*UNDESIRABLE OUTCOME

*BEING WRONG

*STICKING YOUR NECK OUT

*ROCKING THE BOAT

*BEING ALONE

*BEING NOTICED

*NOT BEING NOTICED

*THE UNKNOWN

*AMBIGUOUS SITUATIONS

*COMMITTING YOURSELF

*GETTING INTO TROUBLE

*UNEXPECTED SITUATIONS

*TOO DIFFICULT A TASK

*NOT BEING PERFECT

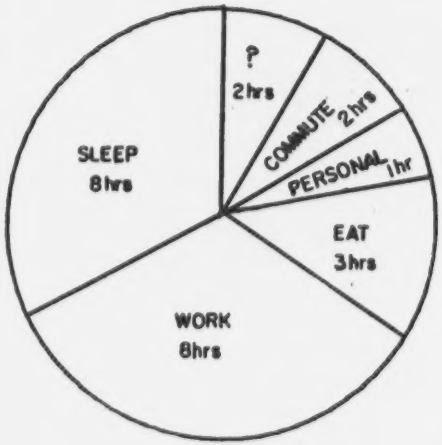
*BEING REJECTED

*BEING EMBARRASSED

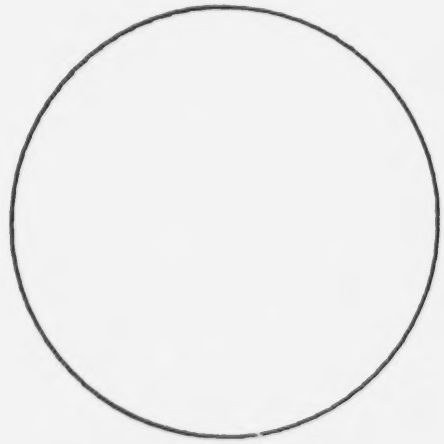
*BEING CRITICIZED

CIRCLE OF TIME

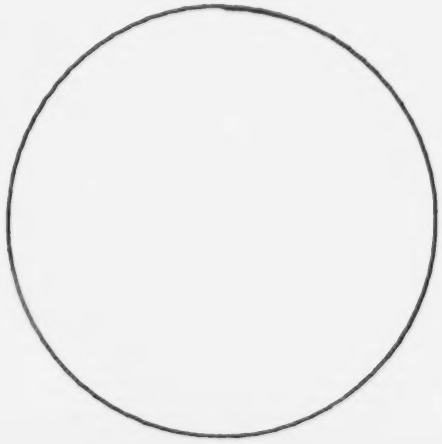
How do You Spend Your Time?



Avg. Person



Your Avg. Day



YOUR GOAL !

HANDOUTS

SELF-ASSESSMENT QUESTIONNAIRE

To gain some idea of how effectively you manage your time, complete this questionnaire.

Yes	No		Questions
[ ]	[ ]	1.	Have I written a clear set of lifetime goals?
[ ]	[ ]	2.	Do I have in writing a set of short-term goals (for the next six months)?
[ ]	[ ]	3.	Have I done something today to move me closer to my lifetime goals or my short-term goals?
[ ]	[ ]	4.	Do I know what I want to accomplish at work during the coming week?
[ ]	[ ]	5.	Do I try to do the most important task during my prime time?
[ ]	[ ]	6.	Do I concentrate on objectives instead of procedures, judging myself by accomplishment instead of amount of activity?
[ ]	[ ]	7.	Do I set priorities according to importance, not urgency?
[ ]	[ ]	8.	Do I assign as much work as possible?
[ ]	[ ]	9.	Do I assign challenging jobs as well as routine ones?
[ ]	[ ]	10.	Do I delegate authority for job accomplishment?
[ ]	[ ]	11.	Do I effectively use the aid of subordinates to get better control of my time?
[ ]	[ ]	12.	Have I taken steps to prevent unneeded information and publications from intruding on my time?
[ ]	[ ]	13.	When deciding whether to file something, do I follow the principle, "If in doubt, throw it out"?
[ ]	[ ]	14.	Do I double preparation time and cut meeting time in half by defining and writing up topics and possible solutions in advance?
[ ]	[ ]	15.	Do I prepare a meeting agenda? Distribute it in advance to all participants and keep it visible throughout the meeting?
[ ]	[ ]	16.	Do I avoid regularly scheduled meetings and only invite people who have to be there?
[ ]	[ ]	17.	Do I keep meetings brief by (a) setting a time limit, (b) eliminating interruptions, (c) using body language when it's time to wind up, or (d) saying "I guess that sums it up"?

Yes	No		Questions
[ ]	[ ]	18.	In meetings, do I try to crystallize the issues and summarize the decisions made as well as duties assigned?
[ ]	[ ]	19.	Do I try to handle matters by phone or in person whenever I have a choice, using written communication only when it is clearly indicated?
[ ]	[ ]	20.	Do I force myself to make minor decisions quickly?
[ ]	[ ]	21.	Am I on guard against the recurring crisis, taking steps to make sure that it won't occur again?
[ ]	[ ]	22.	Do I spend part of my time each day assessing what I know could become big problems if I don't take preventive action now?
[ ]	[ ]	23.	Do I insist on taking time to plan?
[ ]	[ ]	24.	Do I use a part of my time each week to begin or continue work on projects which involve my taking initiative?
[ ]	[ ]	25.	Have I discontinued unprofitable routines or activities?
[ ]	[ ]	26.	Do I keep things handy to work on while traveling, waiting, or during any spare time?
[ ]	[ ]	27.	Do I try to live in the present, thinking in terms of what needs to be done now instead of rehashing past errors or successes or worrying about the future?
[ ]	[ ]	28.	Do I make periodic use of a Personal Time Log to determine whether I am slipping into unproductive routines?
[ ]	[ ]	29.	Am I continually striving to establish habits that will make me more effective and productive?
[ ]	[ ]	30.	Am I really in control of my time? Are my actions determined primarily by me, not by circumstances or by other people's priorities?
[ ]	[ ]	31.	Do I spend some time each day on my top priority and lifetime goals?

___ ___ Totals's

Note. If your answer was no to more than a few questions, you may have a time management problem. This questionnaire should be completed every six months in order to identify inefficient time-management behavior(s).

Handout #2

DETERMINING VALUES AND GOAL SETTING

Determining Values:

Answer these questions:

1. What are my lifetime goals?

2. How would I like to spend the next three years?

3. If I knew I would be struck dead in six months, how would I live until then?

Make two lists:

1. What I want more of:

2. What I want less of:

Ask yourself:

1. What do I want to accomplish?

2. What do I want my lifestyle to be like?

These questions will help you determine your long-term values. Then you must work on Setting Goals.

Setting Goals:

Take 8 sheets of paper. Label each with one of the 8 areas of your life: CAREER, FAMILY, SOCIAL, FINANCIAL, HEALTH, PERSONAL DEVELOPMENT, SPIRITUAL, LEISURE.

Think of all the things you ever wanted to do. Brainstorm: write down anything that comes to mind. Do this over a period of time. Later you should go back and sort and prioritize your lists. Look at these in view of your value system.

Remember that goals should be specific and concrete and should also be realistic. Review the way you are spending your time now to see if you are headed in the right direction.

Review and revise these lists often.

Handout #3

PLANNING WORKSHEET

Take time every day for planning.

Take time each morning for daily planning.

Review your long and short term objectives.

Make up your daily "To Do" list.

Be sure you are doing things important to your long-term goals.

Tips for Planning:

Ask:

1. What has to be done?
2. When should it be done?
3. Who should do it?
4. Where should it be done?
5. What priority should it have?
6. How much time will it require?

Remember that planning involves having the right equipment, materials, storage for materials, and trained people.

Handout #4

TIPS FOR IMPROVING DELEGATION SKILLS

Delegation is absolutely necessary for a supervisor or manager to learn if he/she is to be successful. You must have time to supervise and to plan and your subordinates must learn and grow in their own skills. The first step in improving delegation skills is to convince yourself that it will pay off.

1. You must decide what you can delegate and to whom you should assign the tasks.

   Delegate anything that can be handled by a subordinate. All information for carrying out the work must be available to that person.

   Delegate: Recurring tasks, information collection, detail work, attending meetings (when feasible), tasks that involve training for future responsibilities.

   Don't Delegate: The delegation process itself, performance evaluation, disciplinary actions, planning and forecasting, confidential matters, very complex situations.

2. Effective delegation demands effective communication. Assignments and deadlines must be clear. The team members must have the authority and support to carry out the tasks.

3. There should be some reward system in effect for completing the assignment correctly.

4. You must determine how much control you will retain on the assignment. This will depend upon the job at hand, and the experience and skills of the team members. You should have some control and follow up on the job.

5. You should have some kind of review system. Good work should be recognized and rewarded.

Other Tips:

* Have subordinates bring you answers, not problems.
* Don't do a job you have delegated.
* Make sure people understand what you want.
* If someone else can do a task, assign it.

TIPS ON DECISION MAKING

Gather all the information you need, then:

1. Remind yourself what you want (your goal).
2. Compare each of your alternatives with your goal.
3. Brainstorm for compromise or alternate solutions.
4. Then, last, compare your alternatives with each other.
5. Realize that you can make a mistake and not be a failure.
6. Skip decision-making on inconsequential matters.
7. Ask yourself "What's the worst thing that can happen?"
8. Ask yourself "What would happen if I didn't make a decision?"

TIME WASTERS: CLUTTERED DESK & PERSONAL DISORGANIZATION

Causes	Solutions
Internal	
1. Unaware of importance	Recognize cluttered desk as a major interrupter and loser of documents (retrieval time).
2. Lack of system	Use Plan Sheet for recording things you wish to do or remember, then file documents.
3. Ego (viewed by some as a symbol of busyness, importance, indispensability).	May also symbolize personal disorganization, indecision, procrastination, insecurity, confusion, lack of priorities, and inability to meet deadlines.
4. Fear loss of control or forgetting	Recognize that Plan Sheet will provide better control than keeping files on a cluttered desk.
5. Failure to delegate	Do nothing yourself that can be delegated. You not only overload yourself but deny others the experience.
6. Allowing interruptions	Set aside quiet time for planned unavailability to complete your work and **insist on no interruptions**.
7. Leaving tasks unfinished	Practice task completion, require completed staff work, finish the task before putting it down. Leaving tasks unfinished destroys effectiveness and cuts real results.
8. Procrastination/Indecision	Tackle toughest or highest priority tasks first. Self-impose deadlines and reward yourself. 80% of tasks coming to you can be handled at once. Do it now. Keep the paper moving - handle it as few times as possible.
9. Slow reader	Screen and select with discrimination. Scan for essentials. Speed-reading course will help.
10. Lack goals, priorities and daily plan	Use time management techniques (a) set goals, (b) make plans, (c) use a "to do" list, and (d) prioritize.
11. Poor scheduling of tasks	Schedule by priority and set realistic time estimates.

Causes	Solutions
External	
12. Ineffective secretary	Train and authorize secretary to keep your desk clear. Information retrieval should be secretary's responsibility. Label files not to be removed.
13. Failure to screen	Secretary screens out junk mail, refers requests others can handle, types routine responses for your signature.
14. No secretary	Minimize paperwork, respond on original. Simplify filing system. Keep only essentials.
15. Understaffed	Identify problem. Do feasibility study to show that cost of additional staff will pay off.
16. Paper blockade, memo-itis, overcommunication	Minimize overcommunication, emphasize brevity, verbal communication.

Handout #7

TIPS ON PROCRASTINATION

We all procrastinate. It can be very costly to us personally and to our company. There are many causes of procrastination, but three major ones are that we tend to avoid things that are unpleasant, difficult, or that involve decisions. We also fear other things such as failure, commitment, being criticized, etc. Sometimes we are just plain lazy!

Identify what things you procrastinate on then try some of these techniques:

<u>For Unpleasant Tasks:</u>
1. Do the most unpleasant things first.
2. Tackle the unpleasant task in small pieces.
3. Set a deadline for the task.
4. Promise yourself a reward.
5. Find someone else to the task.

<u>For Difficult Tasks:</u>
1. Break down into small parts.
2. Find a leading task - anything to get you started.
3. Take action now - even if it is not the whole job or even the specific job.
4. Give yourself a pep talk.
5. Study the task or the subject.

<u>Indecision:</u>
1. Don't wait until ALL the facts are in.
2. Don't try to be perfect.
3. Don't let fears of failure or being wrong prevent you from doing something.

Other tips:

Try to identify what motivates you.
Think positive rather than negative.
Give yourself positive reinforcement.
Review your goals and objectives.
Take a break when you need one.
DO SOMETHING!

Handout #8

STRESS ALLEVIATORS

1. Learn to judge your own stress level
2. Think positive
3. Eat healthy
4. Get enough rest
5. Exercise
6. Take a break; relax
7. Plan a vacation
8. Don't strive for perfection
9. Take time for hobbies, interests
10. Take time for family & friends
11. Realize that nobody can do everything: Superman & Superwoman don't exist!

CIRCLE OF TIME

DIRECTIONS: Look at the attached sheet with 3 circles on it. The first circle represents the way an "average" person spends his or her time. Keep a log for a few days including the activities listed below, then mark on the second circle approximately how your day is spent. For the third circle, spend some time evaluating your goals and objectives and your life now, then fill in the circle as your goal of how you would like to be spending your allotted 24 hours.

Include in your log items such as:

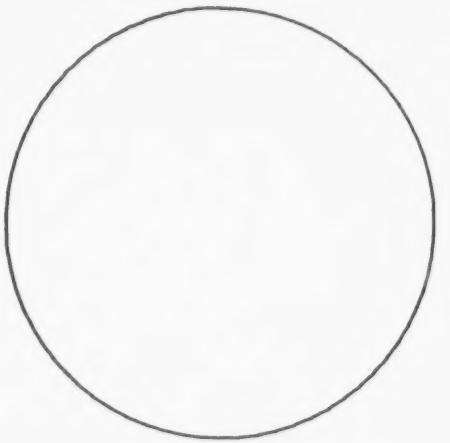
Work (livelihood)	Job
Work (at home)	Yard maintenance, cleaning house, repairs, washing clothes, taking care of children, etc.
Eating	At home, restaurants, your desk, etc.
Personal	Hygiene, exercising, intimacy, etc.
Recreational/Family/Social	Playing with children, movies, hobbies, TV, camping Church, fishing, parties, concerts, etc.
Commuting	Travel time to work/home, classes, for job, etc.
Community/Volunteer	PTA, Scouts, Little league, Lodge, etc.
Relaxing	Doing nothing
Self Improvement	Classes, self-study, etc.
Miscellaneous	Shopping, etc.

Review this "Circle of Time" periodically to see if you are in control of your life.

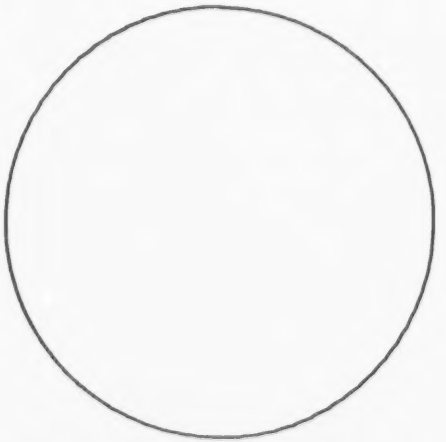
CIRCLE OF TIME

How do You Spend Your Time?

Avg. Person



Your Avg. Day



YOUR GOAL !

TIME MANAGEMENT RESOURCES
(for further reference)

If you would like to know more about Time Management, it is highly recommended that you consult one of these books and begin a plan for a more organized life.

Winston, S. (1983). The organized executive. New York: Warner Books.

A book aimed primarily at business people with help on dealing with paperwork, time management, getting organized, with specialized help on establishing an effective calendar and "to do" list system.

Scott, D. (1980). How to put more time in your life. New York: Rawson, Wade Publishers.

Focuses on how you live your life, accomplishing what you value to make your work meaningful and satisfying. Specific help with coming up with goals that match your own value system. She probes the psychology of time, lifetime goals, procrastination, and using your time creatively. Help with time management problems at work, at home, and with other people.

Douglass, M. & Douglass, D. (1980). Manage your time, manage your work, manage yourself. New York: Amacom, a division of American Management Association.

Focuses on time management as the key to management itself. Time management, work management, and self-management are inseparable. Help with analyzing habits, clarifying objectives, setting priorities, scheduling, coping with stress. Plenty of help for specific problems such as procrastination, and common time wasters.

Drucker, P. (1985). The effective executive. New York: Harper & Row.

This honored "father of management" reminds us that the measure of the successful executive is the ability to get the right things done. He discusses five practices which must be learned by the executive. They are: 1. management of time, 2. choosing what to contribute, 3. knowing where and how to mobilize strength, 4. setting priorities, and 5. effective decision making. His major point is that effectiveness can be learned.

Lakein, A. (1973). How to get control of your time and your life. New York: Wyden Press.

MacKenzie, R. (1972). The time trap. New York: Amacon Division, American Management Association.

Both these books embrace time-proven techniques for time management. They established the basic concepts of time management: control and planning, setting priorities, and delegating. Lakein especially emphasizes the importance of goal-setting. Both thoroughly expound on the "To Do" list as a basic tool of time management.

Other resources:

LeBoeuf, M. (1979). Working smart. New York: McGraw-Hill Book Company.

McCray, J. (1959). The management of time. New York: Prentice-Hall.

Hobbs, C. (1987). Time power. New York: Harper & Row.

Sullivan, G (1987). Work smart, not hard. New York: Facts on File.

PHILOSOPHY OF TIME

Develop a philosophy about time. Review these hints from Alan Lakein and Merrill and Donna Douglass about how to view your time. Perhaps some of them will be useful to you in becoming more productive and getting more satisfaction from your job and your life.

Don't waste time regretting failures.

Don't waste time feeling guilty.

If it's important, I'll take the time to do it.

Be optimistic.

Enjoy whatever you're doing.

Examine old habits for possible elimination or streamlining.

Review lifetime goals regularly.

Plan and set priorities first thing every morning.

Make a specific list of items to be done each day.

Give yourself rewards when you've accomplished something important.

Work <u>smarter</u>, not harder.

Try to do all A's, not all C's.

Use the 80/20 rule.

Ask yourself how you could best be using your time right now.

Do your thinking on paper.

Set deadlines for yourself & others.

Try not to waste other people's time.

Delegate everything you can to others.

Relax and "do nothing" frequently.

Recognize that inevitably some of your time will be spent on activities outside your control.

Look for action steps to be taken now to further goals.

Concentrate on one thing at a time.

Cut off non-productive activities as quickly as possible.

Eliminate at least one time-waster from your life each week.

Do it right the first time.

Eliminate recurring "crises" from your life.

Decide whether you are a morning or evening person. Use your highest energy time for most demanding tasks.

Conquer procrastination.

Take time for yourself; keep things in perspective.

TIME MANAGEMENT REVIEW

Setting deadlines for accomplishing tasks requires an individual to know how to allocate time among competing demands. It is easy to be overwhelmed by the number of things that must be accomplished or to try to do too much in too short a time. Time, like other resources, is limited. But, as with other resources, time can and must be managed efficiently and effectively.

Maintaining firm control over your allocation of time is part of taking initiative; time management is implicit in:

- Being a self-starter
- Anticipating situations rather than reacting to them
- Initiating new actions or plans without being told to do so
- Being resourceful and persistent

A sure sign that you do not manage time properly is an overexpenditure of time on activities that don't contribute very much to the results you intend. To maximize the results you achieve on the job, you must know how to invest your time in those activities which produce the results you want.

There are six practices mentioned in the film that can save time--both on and off the job. They are:

1. Set Goals and Prioritize Them

   A. Determine exactly what you want to accomplish and set goals that are:

      - Long-term (e.g., lifetime goals, goals for the next 2-3 years, goals for the next 6 months)
      - Short-term (e.g., goals for this week)

   B. Prioritize the goals (i.e., rate them in order of importance: A, B, C).

   C. Define action steps that will lead to the most important lifetime goal and **start the action process now.**

2. Make a Daily "To Do" List

   A. Make this list regularly and at the same time every day.

   B. Prioritize each item on the list (i.e., A = high value, B = medium value, C = low value, less than C = no value at all).

   C. Avoid trying to do too much. The list should be challenging and realistic. Be flexible, allow time for unexpected events.

3. Act on the "To Do" List

   A. Do As first, then Bs. Concentrate on the items of most importance.

   B, Do Cs last, or don't do them at all. Let the Cs "age" and see if they go away. As a minimum you may find that C items can be easily and harmlessly ignored for days or even weeks.

4. Ask yourself: "What is the Best Use of My Time Right Now?"

Ask this question often and spontaneously. It is particularly helpful in getting back on track after interruptions.

5. Handle Each Piece of Paper Only Once

   A. Sort all "in basket" work each day into A, B, and C piles.

   B. Throw away or file as many things as possible immediately. "If in doubt, throw it out."

   C. Respond immediately in shortest, simplest way (e.g., pick up the phone and call or write an answer on the same piece of paper).

6. Conquer Procrastination - Do It Now!

   A. Break up large, hopeless tasks into smaller, more manageable pieces, the Swiss Cheese Method. Ask: "What is the smallest step I can or am willing to take right now?" Then do it.

   B. Delegate as much as is possible and responsible.

   C. Procrastinating and worrying over fairly routine matters takes more energy than just forging ahead and making decisions. Resolve issues quickly. Confront problems immediately.

   D. Identify and conquer your time robbers.

   E. Keep chitchat under control. Five minutes of purely social conversation with each person you see can waste your whole day.

   F. Learn to say "No."

   G. Make use of spare moments (e.g., time commuting, traveling or waiting). For example, reading can be done during waiting periods in the doctor's office or on business trips.

   H. Group telephone calls.

Remember: The goal is **efficient and effective** time use--matching as closely as possible the results obtained to the results desired.

MEDIA EVALUATIONS

MEDIA EVALUATION

Title: "Time of Your Life"

16mm Film: X Video Tape: X No. of Reels/Cassettes 1

Subject Matter Field: Time management

Date Produced: _____ Producer: _____

Distributor/Source: _____

Sound: X Silent: _____ B&W: _____ Color: X Time Length: 26 min.

Rental Cost: _____ Preview Cost: _____ Purchase Price: _____

U.T. Library Code: HD38.T53

Date and Place of Evaluation: July 16, 1984

Name and Title of Evaluator: Clifton P. Campbell

SYNOPSIS:

A discussion of the ideals for effective time management presented in Alan Lakein's book How to Get Control of Your Time and Your Life. These include:

1. List goals and set priorities.
2. Prepare a daily "to do" list.
3. Prioritize and stick with the order.
4. Ask "What is the best use of my time right now?"
5. Handle each piece of paper only once.
6. Avoid procrastination. Do it now!

I. Write below the major purposes for which this media could be used. Rate the probable value for each purpose.

	Low				High
1. Supervision and management training	1	2	3	4	(5)
2. Vocational-technical education class for trainers	1	2	3	4	(5)
3. Program to improve worker efficiency	1	2	3	4	(5)

II. Recommended grade level for above purposes:

Primary	_____	Elementary	_____
Junior High	_____	Senior High	_____
College	X	Adult	X _____

III. Quality:

	Poor	Fair	Good	Excellent
Sound	_____	_____	_____	X
Photography	_____	_____	_____	X
Narration	_____	_____	_____	X

IV. Strong point(s) of the media:

X	Instructive	X	Valuable points
X	Good discussion starter	_____	Thorough coverage of topic
X	Idea well developed	X	Good format
X	Other: See comments below		

V. Your general estimate of the value of the film:

Poor _____ Fair _____ Good _____ Excellent X

*Good ideals for effective use of time to get control of time and life were presented. Time management is a relevant subject and the film could be of value to anyone. Wide appeal for any audience.

MEDIA EVALUATION

Title: The Time Trap

16mm Film: X Video Tape: _____ No. of Reels/Cassettes 1

Subject Matter Field: Time Management

Date Produced: _____ Producer: _____

Distributor/Source: American Media Inc. 800-AM-CALLS

Sound: _____ Silent: _____ B&W: _____ Color: _____ Time Length: 28 minutes

Rental Cost: $110.00 Preview Cost: $35.00 Purchase Price: $550.00

U.T. Library Code: _____

Date and Place of Evaluation: _____

Name and Title of Evaluator: _____

SYNOPSIS:

Time-saving tips from Dr. Alec Mackenzie, time management expert and author of the book The Time Trap.

- How to overcome the top 15 time-wasters
- How to gain rewards through good time management
- How to put proven time management skills to work for you

Viewers will identify with Greg and Nancy, a dual-career couple who can't find time to do their jobs well and still enjoy leisure activities. Nancy takes her supervisor's advice and reads The Time Trap. Finding it extremely helpful and informative, she urges Greg to read it and use its time-saving tips. Together they realize that "We really can't manage time; we can only manage ourselves."

I. Write below the major purposes for which this media could be used. Rate the probable value for each purpose.

	Low				High
1. Supervision and management training	1	2	3	4	(5)
2. Program to improve worker efficiency	1	2	3	4	(5)
3.	1	2	3	4	5

II. Recommended grade level for above purposes:

Primary	_____	Elementary	_____
Junior High	_____	Senior High	_____
College	X	Adult	X

III. Quality:

	Poor	Fair	Good	Excellent
Sound	_____	_____	_____	X
Photography	_____	_____	_____	X
Narration	_____	_____	_____	X

IV. Strong point(s) of the media:

X	Instructive	X	Valuable points
X	Good discussion starter	X	Thorough coverage of topic
X	Idea well developed	_____	Good format
_____	Other: _____		

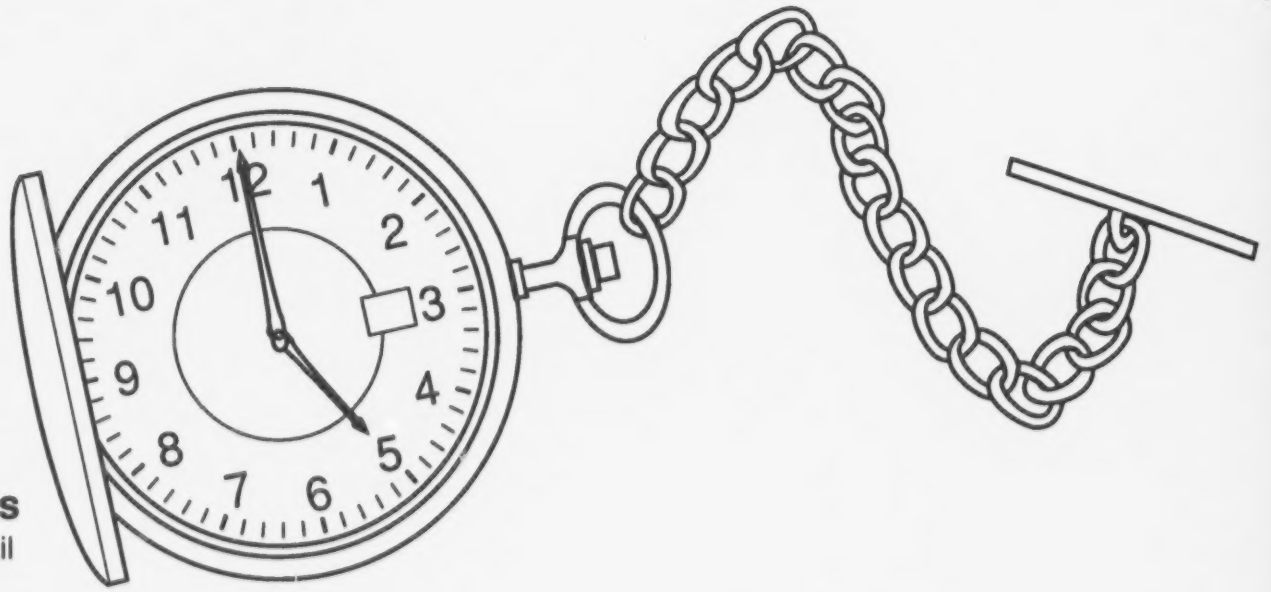
V. Your general estimate of the value of the film:

Poor _____ Fair _____ Good _____ Excellent X

SUPPLEMENTARY MATERIALS

WHERE THE TIME GOES. . .

In a lifetime, the average American will spend -



Six months
Sitting at stoplights

Eight months
Opening junk mail

One year
Looking for misplaced objects

Two years
Unsuccessfully returning phone calls

Four years
Doing housework

Five years
Waiting in line

Six years
Eating

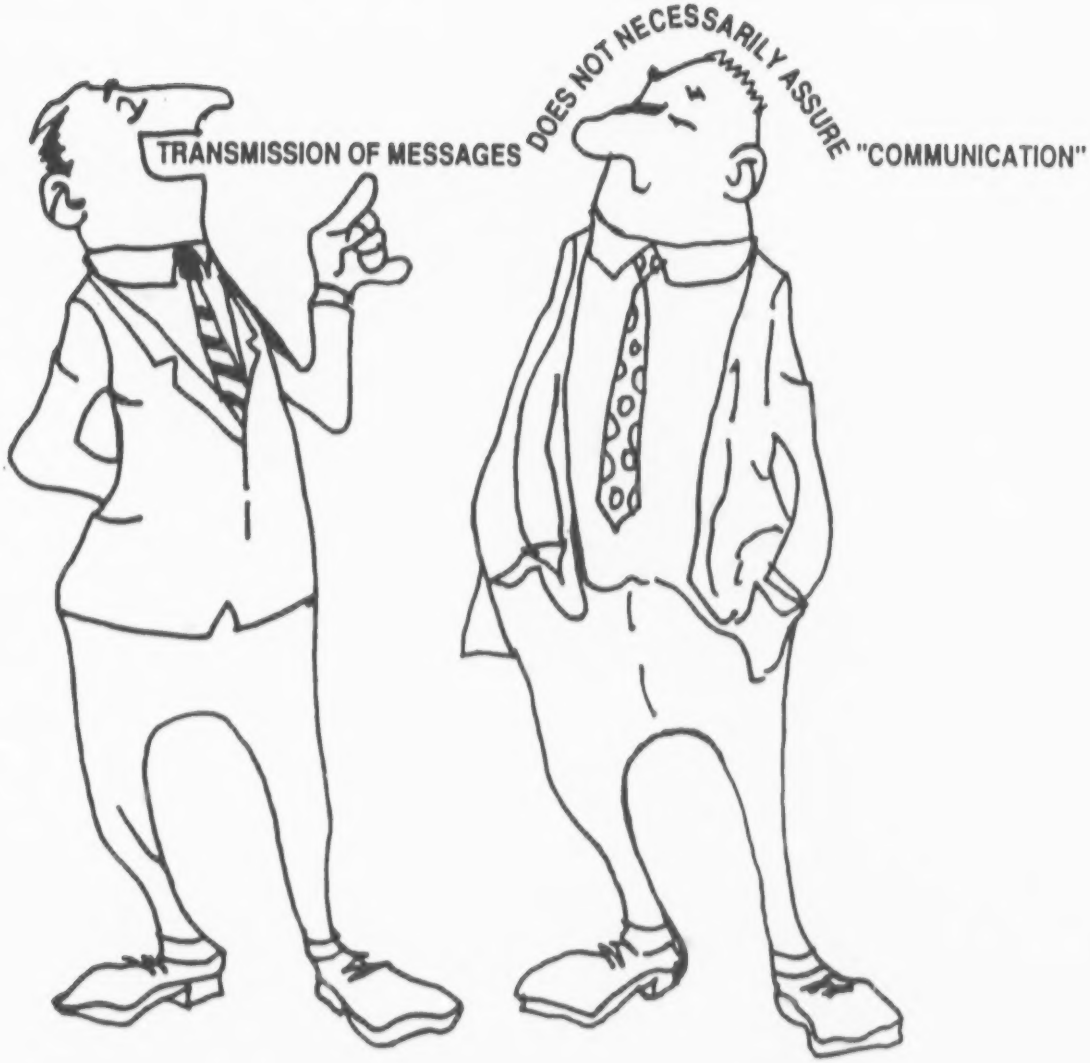
Note: Survey is of 6,000 people polled in 1988. USN&WR - Basic data: Priority Management, Inc.

BARRIERS TO EFFECTIVE TIME MANAGEMENT

1. OVERCOMMITMENT– CAN'T SAY NO.
2. VALUES AND OBJECTIVES NOT CLEAR.
3. ROLES NOT PROPERLY DEFINED.
4. UNUSUAL FAMILY EXPECTATIONS.
5. CRISIS MANAGEMENT.
6. ASSUMING THIS STATE IS A TEMPORARY CONDITION.
7. TRADITIONS OF THE WORK.
8. PHYSICAL ILLNESS.
9. WASTING TIME, REGRETTING FAILURES OR FEELING GUILTY ABOUT WHAT YOU DON'T DO.
10. WASTING OTHER PEOPLE'S TIME.

SOME EFFECTIVE TIME MANAGEMENT TOOLS

1. ESTABLISH PRIORITIES – ABC SYSTEM.
2. DELEGATE.
3. USE THE 80/20 RULE.
4. RATION TIME BY ACTIVITIES.
5. CONTROL THAT TELEPHONE.
6. ESTABLISH PROPER WORKING CONDITIONS.
7. KEEP A PERSONAL TIME LOG.
8. DO A WEEKLY SELF–EVALUATION.
9. HAVE A MEETING WITH LEADER/SUBORDINATES AS NECESSARY.
10. ESTABLISH SPECIFIC WRITTEN LONG RANGE GOALS AND OBJECTIVES.
11. DO FIRST THINGS FIRST AND ONE THING AT A TIME.
12. WORK SMARTER NOT HARDER.
13. MINIMIZE PAPERWORK.
14. CUT OFF NONPRODUCTIVE ACTIVITIES AS QUICKLY AS POSSIBLE.
15. SET ASIDE QUIET TIME TO COMPLETE YOUR WORK.
16. SCREEN OUT JUNK MAIL.
17. PRACTICE SPEED READING.



"PERFECT TRANSMISSION DOES NOT INSURE COMMUNICATION"

EFFECTIVE LISTENING

- SINCERE INTEREST IN THE IDEAS COMMUNICATED
- A DEFINITE PURPOSE FOR LISTENING
- UNDIVIDED ATTENTION TO WHAT IS SAID
- EMOTIONAL STABILITY
- AN OPEN ATTITUDE
- ABILITY TO ANALYZE DISCOURSE INTO ITS BASIC ELEMENTS
- ABILITY TO EVALUATE CRITICALLY

NONVERBAL COMMUNICATION

Nonverbal Cues
Convey most
of our messages

Feelings and Emotions
More easily
exchanged nonverbally

Nonverbal Messages
Tend to be
more accurate

TIME MANAGEMENT LOG

OBJECTIVE: To identify how you spend your time in various activities.

CODES	ACTIVITY	INCLUDE SUCH THINGS AS	
1.	Community/Voluntary Service	Lodge meetings PTA	Little league team Scouts
2.	Recreational/Family Social/Cultural	Playing with youngsters Shows Hobbies Partying Picnicking Vacationing	Camping Movies Watching TV Office functions Church going Fishing
3.	Personal Activities	Cooking, eating Shopping Intimacy	Shaving, showering, dressing Exercising Washing Clothes
4.	Work (Livelihood)	Professional	
5.	Work (At home)	Yard maintenance Cleaning house	Repairs
6.	Transiting	To work/home While on the job	To school/home
7.	Relaxing(Other than normal sleep hours)	Doing nothing	
8.	Self Improvement	Attending college courses	Self study
9.	Other (See instruction #5)	_____	_____

INSTRUCTIONS:

1. Use the attached personal time log to document how you spend your time. Documentation should be every 15 minutes.
2. The personal time log is flexible in that it will allow each person to document their time on a basis of their normally awaken hours - e.g. if you sleep 5 or 6 hours a day, documentation will be for 18 or 19 hours, etc. . . .
3. Under the appropriate code/block, blacken or color in the time blocks for the amount of time spent doing each activity.
4. Total up time for each code/activity daily and place the totals in the space provided on your personal time log.
5. The activities listed above are not all inclusive. If you cannot document your time in the suggested broad categories, use code nine (9) and label it with something which is comfortable to you.

PERSONAL TIME LOG

CODES:	1	2	3	4	5	6	7	8	9		1	2	3	4	5	6	7	8	9
0600										1700									
15										15									
30										30									
45										45									
0700										1800									
15										15									
30										30									
45										45									
0800										1900									
15										15									
30										30									
45										45									
0900										2000									
15										15									
30										30									
45										45									
1000										2100									
15										15									
30										30									
45										45									
1100										2200									
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1400										0100									
15										15									
30										30									
45										45									
1500										0200									
15										15									
30										30									
45										45									
1600										0300									
15										15									
30										30									
45										45									

TOTAL HOURS FOR EACH DAY

CODES:

1. Community Service
2. Recreational
3. Personal Activities
4. Work (Livelihood)
5. Work (At home)
6. Transiting
7. Relaxing
8. Self Improvement
9. Other _____